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HOW TO MAKE A STUDY

of

EXTENSION AGENTS' USE OF TIME

As Carried Out By

The Connecticut 4-H County Club Agents

And Described by

Laurel K. Sabrosky



UNITED STATES DEPARTMENT OF AGRICULTURE

FEDERAL EXTENSION SERVICE

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I have little need to remind you that extension workers' use of time has become one of our major concerns in the Cooperative Extension Service. Under my supervision, Connecticut 4-H Club agents made a study of their use of time. In this publication, I describe the method they used; this can be followed or adapted by extension workers in other States.

HOW TO MAKE A STUDY OF EXTENSION AGENTS' USE OF TIME

As Carried Out By the Connecticut 4-H County Club Agents

And Described By

Laurel K. Sabrosky

Extension Analyst

Division of Extension Research and Training  
Federal Extension Service

ORGANIZATION FOR 4-H CLUB WORK IN CONNECTICUT COUNTY EXTENSION SERVICES

In Connecticut each county Extension staff includes two or more county agricultural agents, one or more county home demonstration agents, and two county 4-H Club agents. One of the agricultural agents is designated as the administrative agent in each county. The 4-H Club agents are usually one man and one woman in each county having joint responsibility for the overall club program in the county, and in turn responsible to the State leaders for the development and carrying out of the program. The club agents also work with their county advisory committees in the formulation and execution of the county 4-H Club program. In the time-use study to be described, 4-H Club agents are all called county club agents, regardless of their specific titles.

The amount of assistance given to the county club agents by agricultural and home demonstration agents, and the amount of assistance the county club agents give the other agents, vary by counties according to size and training of staff. At the State level, a State 4-H Club leader and an associate or assistant State 4-H Club leader supervise the county club agents; there are also one or more subject-matter specialists who devote full time or part time to 4-H Club work.

SITUATION LEADING TO THE TIME USE STUDY

In Connecticut, as well as in every other State, county extension agents are concerned about their use of time, not always knowing whether or not they are making the best use of it. Those who spend time on 4-H Club work are often more concerned than the others, because of the time spent on events and the obtaining of sponsorship and financial support for activities ranging from the county to the national level.

The first formal study of extension-agent time use was made in 1945 by Mary L. Collings.<sup>1/</sup> A representative sample of home demonstration agents from the entire United States provided data. In 1950-51, the county club agents in Vermont carried out a formal study of their time use.<sup>2/</sup>

The latter study interested the Connecticut 4-H Club staff members as early as 1950, while data collection was still in progress. The State 4-H staff members discussed time use with the county 4-H staffs. The interest of some of the county 4-H Club staff members is indicated by the following quotation from a letter from one club agent,

"When we first started discussing the time study I think we were particularly concerned with the amount of time club agents spent with 'activities and events' - not only at them, but in preparation for them and cleaning up after them."

The next step on the part of the Connecticut extension service was to contact the Federal Extension Service for advice and assistance with a study of the use of club agents' time.

#### PROCEDURES FOLLOWED FROM FIRST CONTACT WITH THE FEDERAL EXTENSION SERVICE UNTIL COLLECTION OF DATA BEGAN

In 1950 and again in 1951, I met with the State 4-H Club staff in Connecticut, at their request, to discuss making a study of time use. Because a time-use study requires painstaking and detailed work on the part of the club agents themselves, it was felt essential that the club agents want to do the study and understand what would be involved.

In this particular case, it was not until 2 years later, in February 1953, that I met with the total county and State 4-H Club staffs in Connecticut. Plans for a time-use study were discussed and the county club agents

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- <sup>1/</sup> COLLINGS, MARY L. An analysis of the home demonstration agent's use of time. 26 p. Washington, D. C., U. S. Dept. Agr., Ext. Serv., June 1947.
- <sup>2/</sup> SABROSKY, LAUREL K. A study of the use of time by county 4-H Club agents, Vermont, 1950-51. 19 p. Burlington, Vt. Agr. Col. Ext., 1952.

voted to carry out the study. The method of data collection and analysis used in the Vermont study was discussed, and I recommended that the method be changed so that the work of data summarization and analysis would be reduced.

#### Cooperative Arrangements With The Federal Extension Service

The Federal Extension Service was willing to cooperate extensively because a new data-collecting method was to be used and this provided an opportunity to test it. The jobs listed below that were assigned to the county club agents were those which they asked to be allowed to do.

1. The Federal Extension Service (through the Division of Extension Research and Training) would prepare:

- a. A record form on which an agent would record, by numerical codes, where he was, what he was doing, why he was doing it, with whom he was doing it, the number of people he was with, and the number of miles he traveled when he was traveling.
- b. A list of places where the agent might be, a list of what he might be doing, a list of the possible purposes of his work, and a list of the kinds of people he might be with -- each item in each list given a numerical code. 3/

2. The county club agents would:

- a. Each review the coded lists and adapt them to Connecticut work and terminology.
- b. Each pretest the record form for 1 day.

3. The Federal Extension Service would:

- a. Review the pretested forms, comments made by the county club agents, and revised code lists; and make up the final forms to use.
- b. Meet again with the county club agents to discuss difficulties and methods, and to give them final training.
- c. Draw a random sample of 32 weeks from the 52 weeks of the year, and assign two of these weeks to each of the 16

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- 3/ The use of these coded lists was the major change in the data-collection method from that used in both the national study of home demonstration agents and the Vermont club agent study. In both of those studies, the agents wrote free-answer descriptions of what they were doing, and the coding was done in the Federal Extension office. This was a very difficult and time-consuming job.

agents, at random. One of the weeks assigned to an agent was in the first half of the study year; the other week fell in the second half of the study year. The weeks chosen were:

Weeks during 1953		Weeks during 1954	
July 5	September 27	January 3	March 28
July 12	October 11	January 17	April 11
July 26	October 18	January 24	April 25
August 9	November 1	February 7	May 2
August 23	November 15	February 14	May 9
August 30	November 29	February 28	May 23
September 13	December 6	March 7	June 6
September 20	December 20	March 14	June 20

- d. Send a supply of record forms, coded lists, and instructions to the Connecticut State 4-H office which would send a set to each club agent on the Friday preceding the week for which he was to record time use. No agent knew in advance when he would receive a set of materials.

The form on page 5 is one of the six sheets making up this form which covered 24 hours. A club agent, as well as many other extension workers, often finds himself involved in 24-hour activities, such as camps. This form has been adjusted to fit the page. The one used by the club agents had double-spaced lines.

One 6-page form was available to be used for each day of the week; usually only 2 or 3 pages actually were used for a day. When the week was finished, the club agent sent the filled-out forms directly to the Federal Extension Service for summarization and analysis.

## FORMS USED IN THE STUDY

Connecticut Club Agents' Time-Use Record

Name \_\_\_\_\_

	Where I was	What I was doing	Why I was doing it	With whom	Day	Date	County					
								Number of people	Number of miles	Where I was	What I was doing	Why I was doing it
8:00 a.m.						10:00 a.m.						
8:05 a.m.						10:05 a.m.						
8:10 a.m.						10:10 a.m.						
8:15 a.m.						10:15 a.m.						
8:20 a.m.						10:20 a.m.						
8:25 a.m.						10:25 a.m.						
8:30 a.m.						10:30 a.m.						
8:35 a.m.						10:35 a.m.						
8:40 a.m.						10:40 a.m.						
8:45 a.m.						10:45 a.m.						
8:50 a.m.						10:50 a.m.						
8:55 a.m.						10:55 a.m.						
9:00 a.m.						11:00 a.m.						
9:05 a.m.						11:05 a.m.						
9:10 a.m.						11:10 a.m.						
9:15 a.m.						11:15 a.m.						
9:20 a.m.						11:20 a.m.						
9:25 a.m.						11:25 a.m.						
9:30 a.m.						11:30 a.m.						
9:35 a.m.						11:35 a.m.						
9:40 a.m.						11:40 a.m.						
9:45 a.m.						11:45 a.m.						
9:50 a.m.						11:50 a.m.						
9:55 a.m.						11:55 a.m.						

## CODE USED IN CLUB AGENT TIME-USE STUDY

Where I was:      X - Vacation.      Y - Sick leave.

	1. In own county	2. In other county	3. At State university	4. In other State
At own home .....	101	201	301	401
At extension office .....	102	202	302	402
On street or road or trail ....	103	203	303	403
Visiting a farm, home, or business place .....	104	204		404
At local 4-H Club meeting ....	105	205		405
At countywide or Statewide project meeting, or place of such meeting	106	206	306	406
At 4-H camp or at camp grounds .	107	207		407
At 4-H fairs, or fair grounds ..	108	208		408
At other fairs, or fair grounds	109	209		409
At 4-H achievement program or place of such event .....	110	210	310	410
At training meetings for judging, demonstrating, public speaking, etc., or place of such meeting	111	211	311	411
At county and State contests, (such as dress revue, judging contests, food show, tractor operation, demonstrations, public speaking), or place of such contest .....	112	212	312	412
State Short Course .....			313	413
At 4-H social affair or place of such affair. (Include 4-H promotional affairs, etc.) ..	114	214	314	414
At 4-H tour or place of tour ..	115	215	315	415
At local-leader training meetings or place of such meeting	116	216	316	416
At council or committee meeting or place of such meeting ....	117	217	317	417
At meeting for YW or adult extension .....	118	218	318	418
At meeting other than 4-H or other extension .....	119	219	319	419
At extension conference .....	120	220	320	420
Other (specify on back of record)	121	221	321	421
At summer school or workshop ..	199	299	399	499
Legal holiday .....	600			

What I was doing:

X - Vacation.      Y - Sick leave.      O - Personal.      99 - At summer school or workshop.

1. Traveling.
2. Taking care of correspondence.
3. Getting materials ready (ordering, making, selecting, collecting, packing, sorting, sending, loading, unloading, mailing.)
4. Working on bulletins and circular letters - writing or sending.
5. Working on reports.
6. Making, receiving phone calls.
7. Receiving office callers.
8. Conferring with one person or a group.
9. Reading.
10. Writing news stories or giving information to reporters.
11. Getting ready for radio talks or television shows.
12. Making radio broadcast or television show.
13. Getting ready for other talks or demonstrations.
14. Filing, working on files.
15. Janitor work (in own office).
16. Inspecting project work.
17. Presenting information to a group, through the spoken word or visual aids.
18. Giving a demonstration.
19. Operating visual aids equipment for someone else who is presenting information.
20. Leading recreation.
21. Observing as a supervisor.
22. Observing as a spectator.
23. Taking care of or supervising members, leaders, or parents at an event.
24. Getting places and equipment ready, and cleaning up.
25. Judging at 4-H events.
26. Judging at other events.
27. Checking 4-H records.
28. Eating at an event.
29. Sleeping at an event.
30. Participating in activity involving other people but not doing the things listed above (teaching, leading, observing, etc.).
31. Other (specify on record form).
60. Legal holiday.

Why I did it: (For what purpose?)

X - Vacation. Y - Sick leave. O - Personal. 99 - At summer school or workshop.

1. Traveling.

County State  
event event

- 11. 21. Getting ready for 4-H camp
- 12. 22. Getting ready, 4-H fairs
- 13. 23. Getting ready for 4-H contests.
- 14. 24. Getting ready for other 4-H events.
- 15. 25. Getting ready for leader training.

26. Planning county 4-H program.

27. Planning local-meeting program.

Planning 4-H projects:

- 28. State planning.
- 29. County planning.
- 30. Planning local club activity program(s).
- 31. Other 4-H planning (specify on time record).
- 32. Planning other extension work.
- 33. Direct teaching (changing knowledge, skills, attitudes, and understanding of people).
- 34. Vocational or personal guidance.
- 35. Motivating individual member(s).
- 36. Coordinating and controlling the event.
- 37. Helping people get acquainted or at ease.
- 38. For fun (recreation for fun's sake).
- 39. Informing people (members, leaders, lay people) of events, project requirements, time, place, etc., and other facts about operation of program.

- 40. Informing extension workers (county, State, Federal) of progress of program, operational facts, etc.
- 41. Getting local leaders.
- 42. Rounding up members.
- 43. Organizing local-leader groups.
- 44. Organizing committee or council.
- 45. Getting local club going.
- 46. Motivating local people to have a 4-H Club.
- 47. Cooperating with schools and other agencies on their work.
- 48. Promoting 4-H work, in general.
- 49. Promoting extension work in general.  
(Both of these two include any public relations work.)
- 50. Collecting information for future use (includes evaluation of own work).
- 51. Taking care of foreign visitors.
- 52. Professional improvement (means improving oneself for one's professional career; 50 refers more specifically to collection of information for specific, and usually immediate, use in relation to a specific event or problem on the job).
- 53. Killing time.
- 54. Eating.
- 55. Sleeping.
- 56. Other (specify on record form).
- 60. Legal holiday.

With whom did I do it?

X - Vacation.      Y - Sick leave.      O - Personal.      99 - Summer school or workshop.

1. Alone.
2. County staff members (clerical and professional).
3. 4-H Club members.
4. 4-H local leaders.
5. Parents of 4-H members.
6. County lay people who are part of extension organization.
7. Cooperators (merchants, civic, teachers, etc.)
8. Other lay people.
9. Publicity people (radio, news, TV, magazines).
10. Extension agents from other counties.
11. State staff members.
12. Foreign visitors.
13. Other (Do not specify this).
60. Legal holiday.

## INSTRUCTIONS FOR USE OF CONNECTICUT CLUB AGENTS' TIME USE RECORD FORM

There is a set of six sheets for each day of the week for which you will record the use of your time. Sheet 1 starts at 8:00 a. m. and runs until 12:00 noon; the second one starts at 12:00 noon and runs until 4:00 p. m.; etc. If your day should start before 8:00 a. m., select the sheet to start with which carries the correct time (regardless of its page number).

Turn in only those sheets on which you record time. Be sure to put your name, day, date, and county on each sheet that you turn in. We are supplying you with record sheets for 7 days of 24 hours each; turn in records for only those days on which you recorded time, and for only those time periods for which you recorded time.

If you are at a late meeting on a Tuesday evening, so that you do not arrive at your home until after midnight, the time spent after midnight will be included on your Wednesday record.

For those days for which you record sick leave, vacation leave, summer school, or workshop, record your official length office-hour days (8-hour days, for example), having them begin and end at the time your official office time begins or ends.

If you go to school on vacation leave, record your time as school.

Start your time recording each day at the time you start your official duty. That may be a telephone call at home, it may be when you arrive at the office, or it may be when you start driving to another part of the county or State. Travel between residence and office is not considered official duty. Record telephone and personal calls received at home at the time they are received, even though periods of nonofficial time show between them.

Time recorded as "personal" is time within the official period of work.

Meal times and sleeping time are recorded when they are part of the event or activity in which you are taking part.

### How to fill in the time record:

You start a penciled line at the time that you start your first official work of the day (that will usually be the time you arrive at your office) in each of the first four columns across the sheet. As your day progresses, keep extending the line in each column as long as the classification of where you are, what you are doing, why you are doing it, or the "whom" remains the same. When any one of these changes, (1) use an "arrow-head" - (>) - at the 5-minute interval which indicates when the change occurs; and (2) enter along the solid line, when you have just drawn, the number from the code sheet which indicates where you were or what you were doing, or with whom you were spending your time. In the fifth column, you will enter a figure -- the number of people you were with. In the sixth column, you will enter mileages for only those time periods when you were traveling.

While this recording of time is not an easy job, regardless of your

activity, the hardest part of it seems to be keeping it in mind so that you record your time use frequently during the day.

Send to Laurel Sabrosky each week's reporting as it is finished.

Following is an explanation of some changes in the code which have been made as a result of the pretest and of your suggestions following the pretest:

Page 1. <sup>4/</sup> "101, 201, 301, 401. At own home." "Home" can include your own residence as well as the homes of other members of your family or of friends.

Page 2. "17. Giving a talk" has been expanded to be "Presenting information to a group, through the spoken word or visual aids." This would include your showing a movie or slides. This was done in order to clarify "19. Operating visual aids equipment" which meant your operating the machine or holding up posters, but not being the person who is presenting the information.

"18. Giving a demonstration" is a means of presenting information, of course, but we did want it separated from "17."

Page 3. This has been expanded, and your attention is called to the new items: "34. Vocational or personal guidance," and "35. Motivating individual member(s)." This is obviously necessary to account for certain contest and award activities, as well as other activities.

"37. Helping people get acquainted or at ease," and "38. For fun (recreation for fun's sake)."

"47. Cooperating with schools and other agencies on their work." This does not include anything that is done for other purposes listed in the code, or that promotes 4-H Club work.

"53. Killing time." This is the purpose of activity carried out to fill in the time, and has no other purpose. Not all activity purposely carried out to "kill time" would be recorded here, as it often serves other purposes as well.

It would seem unlikely that you would ever use two codes for entries in the first two columns; however, it is perfectly possible to need two or more codes when coding "purpose," and it is often necessary when coding "with whom." Notice that codes 47 and 53 on "page 3" are always used singly as they are used only when another code cannot be used.

The need for repetition of the codes for "Vacation," "Sick leave," "Personal," and "At summer school or workshop" has been questioned. In order to tabulate these record forms, the first four columns must be filled in completely from the beginning to the end of each official work period. Since we are not interested in any analysis of these four items, the first two can be repeated in all four columns. Each of you doing this will cut down quite a lot on the work of tabulating.

<sup>4/</sup> "Page 1" here, refers to page 6 in this circular; "Page 2" to page 7; and "Page 3" to page 8.

### Extra Instruction Sent Out

After a few records were received in our office, the following extra instruction was sent to each agent with his recording materials:

"It is important that the use of all official working hours of each working day be recorded. The use of time during the remainder of each day is recorded only when official work is being done.

"It is not the purpose of this study to find out whether or not the club agents are working during official working hours. To avoid any possibility of State staff members using the record for that purpose, or of county club agents thinking they might, the time record is sent directly to the Federal office, and kept there. Only the tabulating unit there sees the records."

### COMMENTS ON STUDY METHOD

#### Pertaining to General Usefulness

The data from this kind of study of an actual situation are of most use when there is knowledge of what the ideal situation should be. For example, in some other kinds of extension evaluation projects, we have determined the extent to which certain recommended agricultural or home economics practices were adopted. In these cases, extension agents believed that every farmer or homemaker, in certain easily defined situations, should have adopted the practice. The difference between the percentage of farmers or homemakers who have adopted the practice and 100 percent provided the agent with a good picture of the effectiveness of his work and what his objectives might be in the future.

In studies concerned with the use of time, the ideal situation has seldom been described. In order to have a yardstick with which, or a fairly ideal situation against which the findings of a time-use study can be judged, it is recommended that carefully worked-out job descriptions be made of the agents' jobs before the time-use study is carried out.

#### Sampling of Time

Instead of the planned-for 32 weeks of time, 31 time-use records were received. Because of a change of agents, it happened that a new agent came on a job just a week or two before the week that she was to fill out a time record, and near the end of the study year. It was decided not to include her record in the study.

Every agent to whom time-use material was sent filled out the forms and turned them in within a week or 10 days. Because each agent filled out a time record for only 2 weeks, these 2 weeks were not considered an adequate sample, in any sense of the word, of the work of any individual agent. The 31 weeks were considered an adequate sample of club agents' work in Connecticut. Because so many weeks were included, the study found agents recording time use during a wide variety of activities: During vacation or in school, during very heavy-work weeks and during relatively light-work weeks, during weeks spent on the university campus, and during weeks spent entirely at the office doing office work.

### Filling Out The Form

The agents did not find it easy to fill out the forms with the code numbers but they did find it possible. Whenever they could not decide which code number fitted the case, they described the activities on the back of the forms, and the tabulating unit, with my advice, made the decisions. Often, in these cases, it was necessary for me to write to the agent for further information. The agents were completely cooperative. We were more likely to get failure to report number of people and number of miles than we were to receive no information in the other columns on the record form.

After going through with this study, and analyzing the data, it seems to me that omitting the column "Why I was doing it" should be considered. It was exceedingly difficult for the agents to determine the exact purpose of some of their work. This is not meant to say that they did not know why they were doing something, but often the purposes were multiple and complex. The category "What I was doing" could well be expanded to bring out some of the points which were included in "Why I was doing it" in the Connecticut study. This would result in less work for the agents filling out the forms, for the tabulating unit, and for the analyzer; and would, I believe, result in more valid data.

### Sending of Filled-Out Form to Outside Tabulators

Up to this time, the time-use records filled out in all three time-use studies have been sent to the Federal Extension Service for tabulation. At no time did the supervisors see these records. It does not seem necessary that the records be sent out of the State in order for the agents to feel that the records are not to be scrutinized by their supervisors for individual working habits.

### METHOD OF TABULATION OF DATA

It was hoped that the data from the time-use records could be punched onto electric-machine cards, but after we had received the records in our office, we decided it was less work, and more efficient, to tabulate by hand.

Following is part of a card onto which the data from each time-use record were transferred. The sample shown below includes only part of some Monday and Tuesday data; however, the whole card has enough space on the front side for the Monday, Tuesday, and Wednesday data, and on the back for the Thursday, Friday, Saturday, and Sunday data. The card is  $8\frac{1}{2}$  by 10 inches. In cases where the card was not long enough for all the entries for a given day, an additional card was used and stapled to the first one.

Monday							Tuesday						
Min-utes	Where	What	Why	Whom	Peo-ple	Miles	Min-utes	Where	What	Why	Whom	Peo-ple	Miles
65	101	10	48	1			10	104	8	56	7	1	
5	103	1	1	1		3	5	102	↓	28	= *	3	
5	104	8	48	9	1		5		↓	=	=		
100	X	X	X	X			5		3	50	1		
5	103	1	1	1			5		↓	8	40	2	
10	101	3	14	1			25	103	1	1	1		15

\* No report.

Reading across the first line for Monday, these data mean that the agent spent 65 minutes of official time at his home (101), writing news stories or giving information to reporters (10), for the purpose of promoting 4-H work in general (48), by himself (1). He then spent 5 minutes on the street or road traveling (103) and (1), which took him to a farm, home, or business place (104), where he conferred for 5 minutes (8) with one publicity person (9), for the purpose of promoting 4-H work in general (48).

To summarize the data, two approaches were used:

(1) To find out the amount of time spent at each place, or doing each thing, or for each purpose, or with each type of person, the tabulators selected the correct code number (such as 101, for "at home"), and added together all the minutes recorded on all lines carrying that code, from each day on each record. To get an average per week, this total was divided by 31. To get total time for the year, this average was multiplied by 52. For example, the 16 agents in Connecticut, during 31 weeks, spent 3,940 minutes doing official work at home. This averaged 2 hours and 7 minutes per week, which was the average amount of time an agent spent per week doing official work at home. Multiplied by 52, this became 110 hours and 4 minutes, which was the total time spent, on the average, by an agent at his home doing official work during a year.

(2) To find out the amount of time spent for various combinations of codes, such as the amount of time spent at a certain place, doing a certain job, with a certain purpose, the tabulators looked down the columns looking for the correct combination of codes. For example, if we wanted to know how much time was spent by the agents at the telephone in their own homes at work connected with planning county 4-H projects, we added the "minutes" entry from each line which had the following sequence of codes in the second, third, and fourth columns: "101" - "6" - "29."

As with the first approach, a weekly average was determined by dividing by 31; and a total for the year was determined by multiplying this average by 52.

Other additional data were obtained when needed, as shown in the tables in the following section. The reader is again reminded that averages were obtained for the agents for the year, but no averages for individual agents and no distributions or ranges for the year. The latter two could not be obtained as each agent did not report an adequate sample of his own time use.

#### ANALYSIS PLAN, WITH SAMPLE TABLES OF DATA

After we had determined in the Federal Extension Service the possible tables of data that could be worked up, a list of the tables was sent to the Connecticut State and county club agents, together with a copy of the Vermont time-use study report for them to study. The Connecticut agents then either approved the tables that were suggested, deleted some, or suggested additional ones.

The following table titles indicate the kind of analysis that was made of the data:

1. Length of working day.
2. Where club agents spent their time.
3. Events or activities at which agents' time was spent.
4. Where time was spent in field in own county.
5. Where time was spent out of county.
6. Distribution of time by "what was done."
7. "What was done" in office or at home (in own county).
8. "What was done" in field in own county, in addition to traveling.
9. "What was done" out-of-county, in addition to traveling.

10. "What was done" by agent at meetings for club members and for local leaders.
11. "What was done" at 4-H events.
12. With whom agent worked.
13. "What agent was trying to accomplish" -- the why of the activity.
14. Amount of time agents spent "preparing for and cleaning up after" county 4-H camp and 4-H fairs.
15. Purpose of activity of agent when alone.
16. "What was done" when agent was with club members.
17. Purpose of activity when agent was with 4-H Club members.
18. "What was done" when agent was with local leaders.
19. Purpose of activity when agent was with local leaders.
20. With whom agent was conferring.
21. Purpose for "conferring with one or a group."
22. "What was done" when agent was with parents of 4-H members and county lay people who were part of extension organization.

Sample Tables of Data

Only a few tables were selected from the Connecticut data to indicate the kind of results that were obtained.

Table 1. Length of working day

Average number of days per agent during which agent was on official time or was doing official work (including leave, illness; excluding holidays and Sundays) .....	290
Number of Saturdays during which agent worked during year (including leave, illness; excluding legal holidays) .....	33
Average number of hours worked on a Saturday .. <u>5 hours, 15 minutes</u>	
Number of Sundays worked during year per agent (includes those Sundays on which 1 hour or more of work was reported) .....	10
Average number of hours worked on a Sunday .. <u>2 hours, 13 minutes</u>	
Number of days of vacation and compensatory leave per year per agent ...	29
<u>Average length of working week day per agent in hours</u> (including vacation, sick leave; excluding legal holidays, Saturdays, Sundays) .....	<u>10 hours, 40 minutes</u>
Number of days during year on which work was done after 7 p. m. ....	173
Average number of hours per week spent on work after 7 p. m. .... <u>10 hours, 19 minutes</u>	

Table 2. Where club agents spent their time

<u>Where spent</u>	<u>Percent of total working time</u>	<u>Number hours per agent per week</u>	<u>No. weeks*</u> <u>per agent during year</u>
In the office .....	31.5	19 hrs., 6 min.	16.4
In the field in own county .....	28.4	17 hrs., 13 min.	14.8
Out of county, but in State .....	11.6	7 hrs., 2 min.	6.0
Out of State .....	4.8	2 hrs., 54 min.	2.5
Traveling (both in and out of county) .	13.6	8 hrs., 16 min.	7.1
Other (illness, vacation, compensatory leave, legal holiday) .....	10.1	6 hrs., 9 min.	5.2
Total hours per week .....	100.0	60 hrs., 40 min.	52.0

\* Presented in terms of weeks because the classification in this table was so broad that the figures in hours would be too large to be meaningful to the reader.

Table 3. "What was done" in office or at home (in own county)

"What was done"	Percent of total working time	Average per agent per week	Number hours per agent per year
Conferring with one or a group .....	6.0	3 hrs., 39 min.	189.5
Taking care of correspondence .....	4.2	2 hrs., 31 min.	131.2
Writing or filling in reports, collecting material for them, or sending them out ..	3.7	2 hrs., 13 min.	115.4
Making and receiving phone calls .....	3.0	1 hr., 51 min.	96.0
Getting materials ready (ordering, making, selecting, collecting, packing, sorting, sending, loading, unloading) .....	2.6	1 hr., 35 min.	82.5
Writing or sending circular letters and bulletins .....	2.1	1 hr., 15 min.	65.4
Writing news stories or giving information to reporters .....	1.5	56 min.	48.3
Reading .....	1.4	51 min.	43.8
Receiving office callers .....	1.3	49 min.	41.9
Checking 4-H records .....	1.1	39 min.	34.1
Personal .....	1.0	37 min.	32.4
Getting ready for other talks or demonstrations .....	0.9	34 min.	29.5
Presenting information to a group .....	0.5	17 min.	15.0
Participating in a group activity other than reported above .....	0.4	14 min.	12.3
Getting places and equipment ready and cleaning up .....	0.3	11 min.	9.5
Filing, working on files .....	0.3	9 min.	8.0
Getting ready for radio or television talks .....	0.2	8 min.	6.7
Making radio or television broadcast ....	0.1	4 min.	2.9
Inspecting project work .....	0.1	2 min.	2.0
Other .....	0.8	30 min.	26.3
Total time in office .....	31.5	19 hrs., 5 min.	992.7

Table 4. "What was done" by agent at 4-H events and meetings (excluding regular club meetings)

"What was done"	Percent of total working time	Average per agent per week	Number hours per agent per year
Eating and sleeping at events .....	6.3	3 hrs., 50 min.	199.1
Taking care of or supervising members, at events .....	3.5	2 hrs., 8 min.	111.0
Observing as a supervisor .....	2.7	1 hr., 37 min.	84.3
Conferring with one or a group .....	2.4	1 hr., 28 min.	76.0
Getting places and equipment ready, and cleaning up .....	1.7	1 hr.	51.6
Observing as a spectator .....	1.5	55 min.	47.5
Personal .....	0.7	25 min.	22.0
Presenting information through spoken word or visual aids .....	0.5	20 min.	17.2
Judging .....	0.5	19 min.	16.2
Leading recreation .....	0.4	16 min.	13.8
Other .....	1.1	39 min.	34.4
Total time spent at all 4-H events and meetings (excluding regular club meetings) .....	21.3	12 hrs., 57 min.	673.1

Table 5. Amount of time agents spent "preparing for and cleaning up  
after" county 4-H camp

"What was done"	Percent of total time spent preparing for and cleaning up after camp	Average per agent per week	Number hours per agent per year
Preparing for and cleaning up after:			
At camp grounds .....	40.1	31 min.	27.1
Away from camp grounds .....	59.5	47 min.	40.3
No report as to "where" .....	0.4	0 min.	0.3
Total time spent "preparing for and cleaning up after" county 4-H camp ....	100.0	1 hr., 18 min.	67.7

Table 6. "What was done" when agent was with club members

<u>"What was done"</u>	<u>Percent of total working time</u>	<u>Average per agent per week</u>	<u>Number hours per agent per year</u>
Observing as a supervisor .....	2.7	1 hr., 39 min.	85.4
Conferring with one or a group .....	2.4	1 hr., 27 min.	74.9
Observing as a spectator .....	2.1	1 hr., 16 min.	65.7
Taking care of or supervising members at an event .....	2.0	1 hr., 14 min.	63.9
Presenting information to group, through spoken word or with visual aids .....	1.8	1 hr., 4 min.	55.6
Eating and sleeping at events .....	1.6	59 min.	51.5
Traveling .....	1.1	39 min.	34.1
Getting places and equipment ready, and cleaning up .....	1.0	37 min.	32.0
Inspecting project work .....	0.8	29 min.	25.4
Making, receiving phone calls .....	0.5	17 min.	14.3
Leading recreation .....	0.4	16 min.	13.8
Judging at 4-H events .....	0.3	12 min.	10.8
Receiving office callers .....	0.3	9 min.	8.1
Other .....	0.7	26 min.	22.8
Total time spent with club members .....	17.7	10 hrs., 44 min.	558.3

Table 7. Purpose for "conferring with one or a group"

Purpose	Percent of time spent conferring	Average per agent per week	Number hours per agent per year
Planning: County 4-H program .....	9.8	1 hr.,	4 min. 55.6
Local meeting program .....	1.2		8 min. 6.6
4-H projects: State planning	0.8		5 min. 4.2
County planning	2.8		18 min. 15.2
Local club activity programs	2.6		17 min. 14.6
Other 4-H, local .....	3.4		22 min. 19.8
Other extension work .....	3.1		20 min. 17.5
Total planning .....	23.6	2 hrs., 34 min.	133.5
Getting ready for, and cleaning up after:			
4-H camp .....	3.2	21 min.	18.3
4-H fairs .....	5.2	34 min.	29.6
4-H contests .....	2.9	19 min.	16.3
Other 4-H events .....	5.4	35 min.	30.2
Leader-training meetings ...	1.6	11 min.	9.2
Total getting ready for, and cleaning up after .....	18.3	2 hrs., 0 min.	103.6
Professional improvement .....	10.0	1 hr.,	5 min. 56.5
Informing people of events, project requirements, time, place .....	9.0	59 min.	51.0
Promoting 4-H work in general .....	7.2	47 min.	41.1
Informing extension workers of progress	6.0	39 min.	33.4
Promoting extension work in general ...	3.7	24 min.	20.4
Coordinating and controlling the event	3.2	21 min.	18.2
Organization: Getting local club going	2.3	15 min.	13.4
Other local organization	0.8	5 min.	4.2
Total organization, local	3.1	20 min.	17.6
Direct teaching .....	2.9	19 min.	16.4
Killing time .....	2.9	19 min.	16.4
Collecting information for future use .	2.9	19 min.	16.4
Taking care of foreign visitors .....	1.8	12 min.	10.5
For fun (recreation for fun's sake) ...	1.7	11 min.	9.8
Other .....	3.5	24 min.	20.8
Total time spent conferring with one or more persons .....	100.0	10 hrs., 53 min.	566.0

## USE OF THE DATA

The data from this kind of study show, within the limits of some error, the way an extension agent spends his time. They do not show how that time should be spent. In order to make the most use of them, the distribution of time spent should be compared with a distribution of time made up on the basis of how an extension agent should spend his time (see page 12, "Pertaining to General Usefulness"). This latter distribution can be made up only from basic research and knowledge in the educational and public relations fields which indicate what needs to be done to carry out an educational program and to motivate community action, and the role of a professional leader in such programs.

However, whether or not a job description has been made before the data have been analyzed, they can be used as a basis for the agents to give an objective self-look at their jobs, and any discrepancies between actual time use and the philosophy and policies of Extension Service work can be ascertained. A conference or workshop of agents on time management would be a good place to do this.

For example, from the data included in this publication, we see that the Connecticut 4-H Club agents spent 12 percent of their working time out of their counties, which averages 7 hours every week or 6 weeks during the year. This might call for a discussion of how that time is spent, whether it is for the good of the total 4-H Club program in the county, and whether the county advisory board understands the purposes of out-of-county travel.

Another example, taken from the data in this publication, is that more than three times as much of the agents' time at 4-H events and meetings other than local 4-H Club meetings, was spent "getting places and equipment ready and cleaning up afterwards" than was spent "presenting information through spoken word or visual aids" (1.7 percent of the agents' total working time for the former, and 0.5 percent of the agents' total working time for the latter). Whether or not a job description is available with which to compare these data, they can be considered from several angles. Ought an agent to be doing either of these jobs? If not, who should be doing them? If he should be doing one or both, is he giving too much time to either one, or too little time? If he is giving too little time, is the job getting done by someone else? If someone else is doing them, do other data in the study show that the agents are spending enough time on training them for the jobs? Many other questions could be asked.

The end result of a study of how an extension agent spends his time should be better organized time on the part of the agent, more time spent on essential jobs and less time on nonessential ones, and, considering the length of the work week which has shown up in all time-use studies to date, a shorter work week.



